



Safer Staffing Report November/December 2018

The child first and always

Always

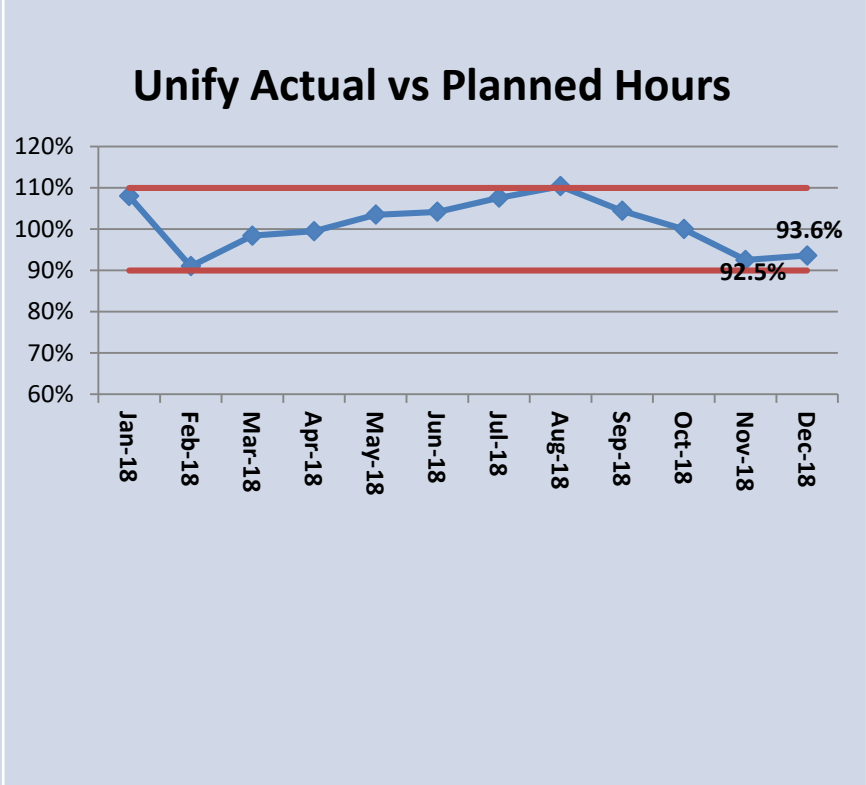


Nursing & HCA Safe Staffing- November/December 2018

Definition

Actual vs Planned Hours shows the percentage of Nursing & Care staff who worked (including Bank) as a percentage of planned care hours in month. The National Quality Board recommendations are the parameters should be between 90-110%.

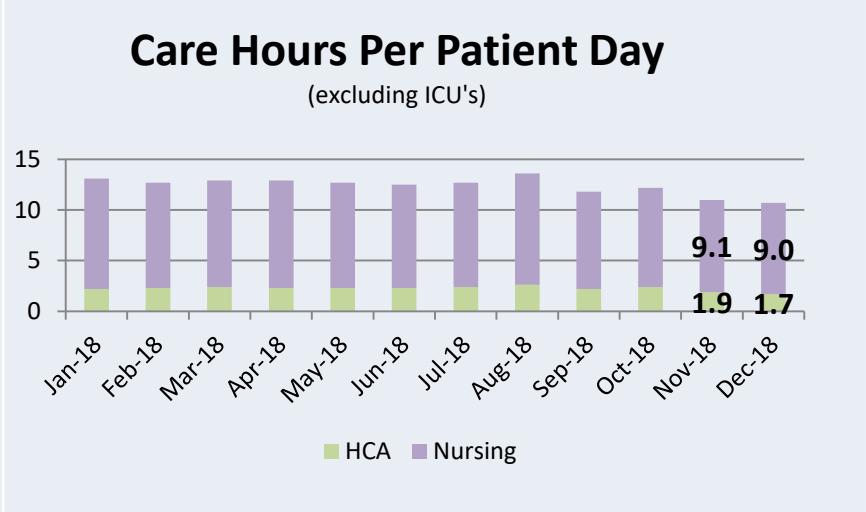
Trend



Comments

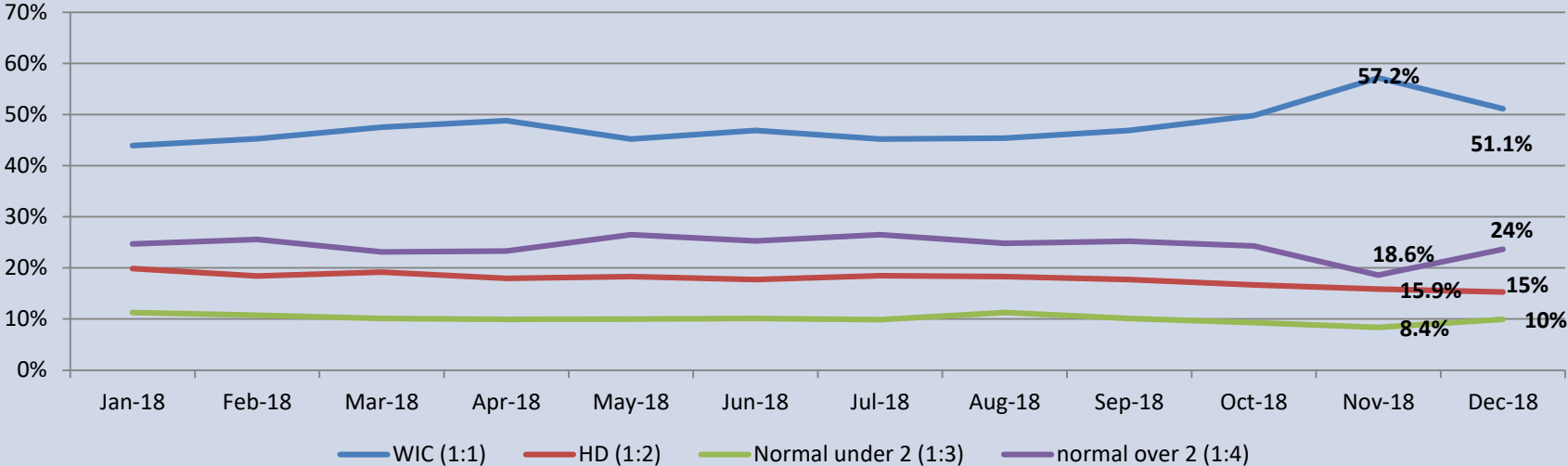
Actual vs Planned:
 The Trust overall average fell within the recommended parameters though there has been a downward trend in the actual nursing hours available since August.
 However, in November, 6 wards recorded having lower actual hours than the recommended 90% parameter. In all these wards the actual CHPPD was good with over 11.3 hrs/patient. This indicates there was either a lower than planned level of activity and/or a higher level of patient acuity. The acuity data (page 3) shows there was an increase in patient acuity across the Trust and therefore activity had to be reduced to maintain safe staffing levels.
 In December, 10 wards recorded having less than the recommended parameter but again all these wards had over 12.6 CHPPD. This again indicates that activity levels were lower than planned and still with a higher acuity of patients. Activity was low as a result of it being the Christmas period.
 No unsafe shifts were reported for either of these months.

Care Hours Per Patient Day (CHPPD) - CHPPD is calculated by adding the hours of registered nurses and healthcare support workers available in a 24 hour period and dividing the total by the number of patients at midnight. CHPPD is reported as a total and split by registered nurses and HCAs to provide a complete picture of care and skill mix.



The Trust average of CHPPD for December was 10.7, slightly lower than the November data of 11.
 This figure is an indication of “care” hours given to patients, so if the total was 24, that indicates every patient received 1:1 nursing, the figures for December indicate that patients received, on average just less than 1:2 nursing.
 This measure provides more granular detail of actual nursing time available for the actual number of patients. However it does not account for the actual patient acuity and therefore can not be looked at in isolation.

Patient Acuity (PANDA)



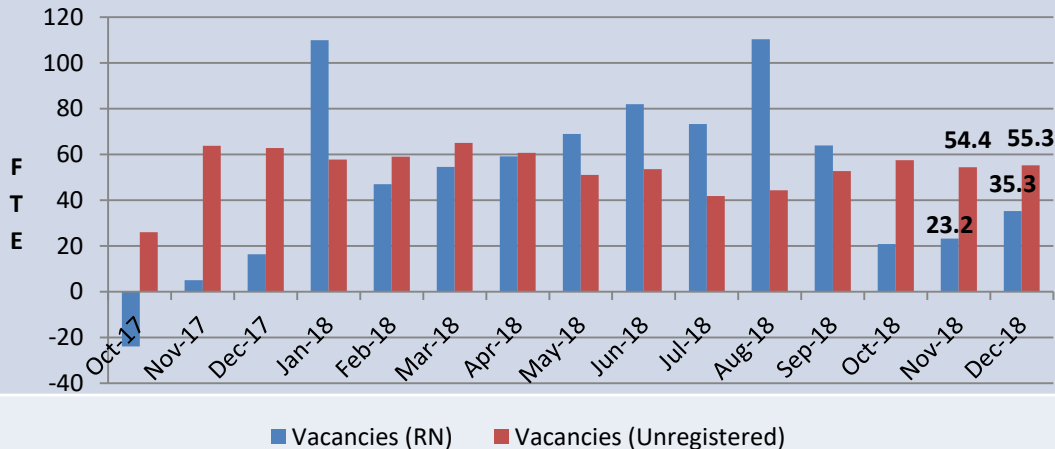
PANDA acuity data measures patient dependency based on the actual acuity and dependency of children. These are the following categories that are evaluated:

- Normal dependency Under 2 Years - 1 Nurse: 3 Patients
- Normal dependency Over 2 Years - 1 Nurse: 4 Patients
- Ward High Dependency (HD) - 1 Nurse: 2 Patients
- Ward Intensive Care (WIC) - 1 Nurse: 1 Patient

The trend in patient acuity requiring a nurse to patient ratio of 1:1 or 1:2 level of care increased in November and though it decreased slightly in December it was still above the yearly average. Patients with normal dependency of 1:3 and 1:4 were only 27% of the total reported in November. Acuity and activity trends are discussed at the 6 monthly establishment reviews with the Ward Manager, Matron and Head of Nursing to ensure all wards have the correct nursing establishment to account for any sustained changes in activity or acuity.

Recruitment & Retention

Vacancies & Pipeline



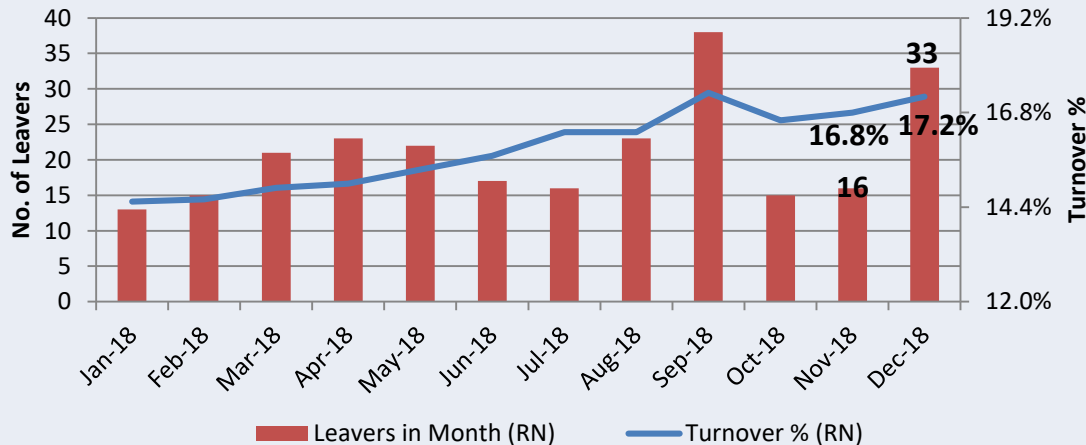
Comments

The RN Vacancy rate for December was 2.2% (35.3 WTE), which was an increase from the previous month (1.5%: 23.2 WTE), but is well below the set Trust target of 10%.

Unregistered Vacancies in December were 17.5% (55.3 WTE) which is an increase on November (17.3%: 54.4 WTE)

While the Trust rate is low, Band 6 Vacancies are 8.9% with Band 5 vacancies 3.5%. Vacancy hotspots remain IPP & Sky Ward.

Voluntary Turnover & Leavers



Turnover increased in December to 17.2%, with leavers in month increasing to 33. November was slightly lower at 16.8%, but remains above target of 14%.

From exit interviews/surveys leavers in the last twelve months have identified the main reasons for leaving included: - relocation (39%) and work life balance (24%). The Trust has begun participating in the NHSI retention support programme. As part of this programme a data pack has been shared with the Trust to help us understand our trends in; turnover, reasons for leaving and age profile of our staff compared to peers.

Nursing & HCA Safe Staffing- November/December 2018

Nursing Workforce Metrics by Division: November

Division	Actual vs Planned %	CHPPD (exc ICUs)	RN Vacancies (FTE)	RN Vacancies (%)	Turnover %	Sickness %	Maternity %
Blood, Cells & Cancer	93.9%	12.1	-4.5	-2.2%	18.6%	3.6%	2.9%
Body, Bones & Mind	95%	10.0	-2.9	-1.3%	13.5%	2.3%	3.5%
Brain	83.4%	10.6	-3.2	-2.6%	11.5%	2.4%	5.7%
Heart & Lung	101%	12.2	-0.3	-0.1%	19.5%	4.7%	3.4%
International & PP	94.2%	10.6	28.9	26.2%	24.6%	5.8%	4.9%
Operations & Images	-	-	2.8	1.5%	10.0%	4.5%	2.3%
Sight & Sound	84.6%	11.3	-19.9	-64.4%	15.0%	5.5%	4.5%
Trust	92.5%	11.0	23.2	1.4%	16.8%	3.6%	3.8%

Nursing & HCA Safe Staffing- November/December 2018

Nursing Workforce Metrics by Division: December

Division	Actual vs Planned %	CHPPD (exc ICUs)	RN Vacancies (FTE)	RN Vacancies (%)	Turnover %	Sickness %	Maternity %
Blood, Cells & Cancer	98.2%	12.5	-4.4	-2.1%	19.0%	6.8%	2.9%
Body, Bones & Mind	96.4%	9.9	-0.8	-0.3%	13.8%	2.5%	3.8%
Brain	81.7%	10.5	-2.2	-1.8%	12.3%	3.0%	4.5%
Heart & Lung	96.8%	11.8	8.9	1.9%	20.1%	4.8%	3.9%
International & PP	78.2%	9.1	30.9	28.0%	26.1%	6.8%	4.9%
Operations & Images	-	-	6.0	3.2%	12.0%	4.4%	2.9%
Sight & Sound	84.5%	11.3	-21.9	-70.8%	15.1%	5.4%	4.4%
Trust	100%	12.2	35.3	2.2%	17.2%	3.7%	4.0%

Highlights: - November/December

Successes

- Continuing success with recruitment of B2 HCSW Clinical Apprenticeships with 10 candidates starting in March.
- Band6 Market-Place event held in December in collaboration with the Nursing Advisory Board which was well reviewed.
- Capital Nurse CYP External Rotation pilot finished in December 2018 ,
 - The Trust is awaiting feedback from the 5 members of staff who undertook a placement in 5 other organisations to help inform future plans.
 - This programme has expanded and now includes; Lewisham & Greenwich, Moorfields, Homerton and Southend NHS Trusts.
- Organising bespoke recruitment roadshow campaigns both for NQNs and experience staff nurses in Scotland and North East England to start in the New Year.
- Continuing project with PMO regarding Pick'n'Mix hours concept to attract experienced nurses requiring flexible working hours.
- Invitation from NHSI to join Cohort 4 Retention initiative. A project team has been established and an introductory conference call was held in January, a site visit is scheduled for the 14th Feb. An action plan is in development to address some of the key issues and will be shared with HONs, Matrons and Ward Sisters over February,. The final plan will be submitted to NHSI in March.
- Invitation to participate in the Trustwide Accommodation Improvement project for all staff.

Challenges

- Turnover and recruitment in IPP. Changes have been made to the ward leadership on Bumblebee to help identify and address some of the staffing issues. The Head of Nursing has also arranged regular drop in sessions for ward staff to try and gain a better understanding of the challenges.
- Recruitment of experienced staff for Sky ward and ITUs. Plans have been developed by the Directorate HONs to address these areas specific challenges
- Budgeted establishments are not correctly aligned to wards. Further work is urgently required to ensure all budgeted nursing posts are allocated to the correct wards